

2023

# *Forging the Path Towards Digital Transformation*

A Progress Report on Legacy System  
Modernization in Oregon – 2023



**ENTERPRISE**  
information services

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## Introduction

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In January 2023, Governor Kotek issued Agency Expectations to “serve as guideposts” toward improving customer service for the people of Oregon. The expectations are meant to lay the foundations for improved agency operations, strategic planning, continued operational planning, and building and retaining a strong workforce. A core expectation for agencies’ Executive and IT leadership is to collaborate with their policy area Assistant State Chief Information Officer in “*Managing Information Technology Progress*”—developing business-aligned IT Strategic Plans that operationalize the agencies’ vision, values and strategic priorities and ensures enterprise alignment.

This expectation reflects the Enterprises Information Services (EIS) Strategic Framework 2023-2026, which continues the state’s digital transformation focusing on people, processes, and technologies. The Strategic Framework lays out *six key objectives*:

- ✓ Deliver Service Excellence
- ✓ Mature Project Transparency and Accountability
- ✓ Mature Statewide Cloud Strategy and Brokerage Services
- ✓ Mature Oregon’s Data Governance
- ✓ Improve Oregon’s Cybersecurity Posture
- ✓ Mature Legacy System Modernization Strategies

Since their establishment in 2019, the pivotal roles of the six Assistant State Chief Information Officers (ASCI) have played an indispensable and dynamic role in propelling forward Mature Legacy System Modernization Strategies. More recently, their influence has extended to shaping the contours of agency IT Strategic Plans. The ASCIs, as proactive architects of state strategic IT evolution, have actively collaborated with agency leadership and Information Technology (IT) leaders (Chief Information Officers). This collaboration involves a comprehensive understanding of the organization’s overarching priorities, intricate IT needs, and ongoing IT projects. Regularly and consistently, the ASCIs are at the forefront of these transformative endeavors, ensuring that the agency IT strategies align with the organization’s overarching goals and future vision.

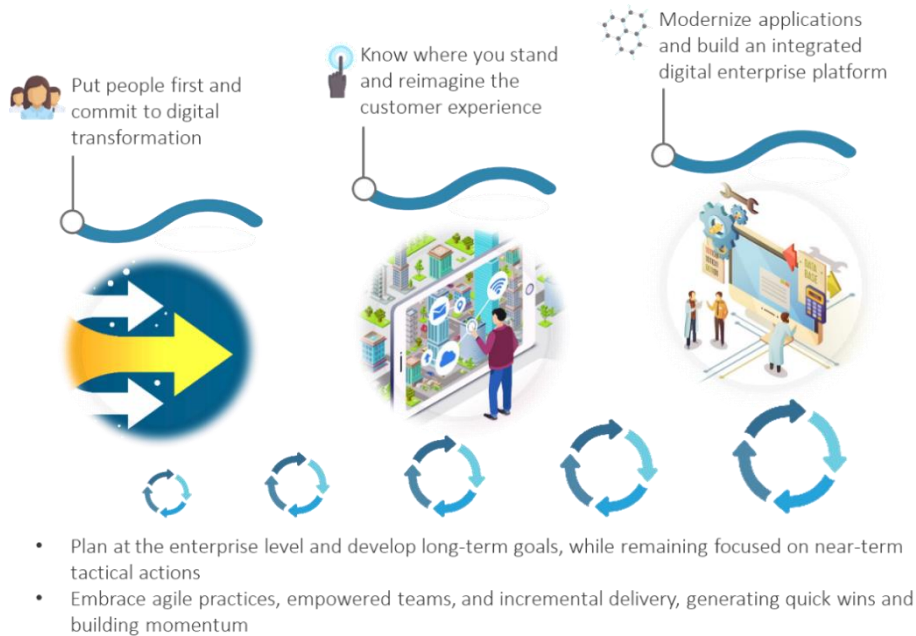
The ASCIs regularly:

- ✓ Advise agency IT and business leadership on IT best practices
- ✓ Navigate government processes for supporting IT needs
- ✓ Develop assessment tools and templates
- ✓ Publish modernization and IT governance guides
- ✓ Organize IT Strategic Plan development training and companion guides; and
- ✓ Work towards agency alignment with enterprise initiatives

The ensuing report offers a comprehensive status update on the ongoing initiatives, detailing the substantial progress achieved in various activities and deliverables. This update serves as a crucial foundation for the forthcoming development of Modernization Action Plans (MAPs), providing insightful perspectives on specific Assistant State Chief Information Officer (ASCI) engagements and presenting an overview of the existing portfolio of modernization initiatives.

This document stands as a commitment and concerted efforts invested in propelling the digital transformation journey of the state of Oregon forward. The EIS team deeply values the opportunity to contribute this update, recognizing its significance in fostering transparency, accountability, and strategic alignment in the pursuit of a digitally empowered future for Oregon.

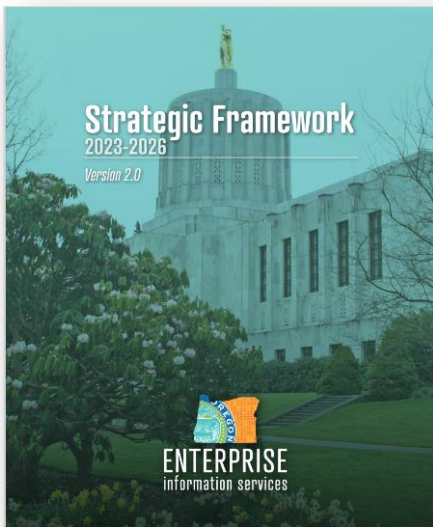
Figure 1. Digital Transformation Journey



## The Modernization Imperative

As defined in the *EIS 2020-23 Strategic Framework – version 1.0*<sup>1</sup>, and reinforced in the EIS Strategic Framework 2023-2026 Version 2.0, ASCIOs will work towards the following objective and goal.

Figure 2. EIS Strategic Framework



### OBJECTIVE:

#### Mature Legacy System Modernization Strategy

As IT systems are modernized, there is opportunity to fundamentally transform the service delivery mechanisms and improve the customer experience, as well as enhance the methods available for delivering these services. There is a broad and diverse customer base with varying levels of technology availability and skills. As such, Oregon services should be presented for consumption with many different methods and with a customer experience that is intuitive, effective, and satisfying.

#### GOAL 1.

Ensure policy-area and agency modernization plans align with enterprise strategies, architecture, and emerging IT standards.

<sup>1</sup> Terrence Woods, "Strategic Framework 2023-2026, version 1.0" (State of Oregon: Enterprise Information Services (EIS), n.d.).

**STRATEGY:** Encourage agencies to strengthen their IT Governance through adoption and maturity of related best practices.

**Metrics**

- ✓ ASCIOs will work with state agencies in their policy areas to ensure that at least 70% will have viable IT Governance in their agency by June 30, 2023.

**STRATEGY:** Support agency development of multi-year IT Strategic Plans that align with EIS' IT Architecture Vision, guiding principles and standards.

**Metrics**

- ✓ ASCIOs will work with state agencies in their policy areas to ensure agencies with 50 or more employees will have IT Strategic Plans that align to their agency (business) Strategic Plans by December 31, 2023.

**STRATEGY:** Position agency derived Modernization Action Plans to provide a roadmap demonstrating how projects will achieve program or modernization goals and outcomes that deliver continuous business value.

**Metrics**

- ✓ ASCIOs will work with state agencies in their policy areas to ensure that at least 40% will have Legacy System Modernization Plans completed no later than June 30, 2024.

Included in this work is the establishment of common definitions, templates, assessment tools, and repeatable processes, development of business-driven agency IT Strategic Plans, and maturation of agency IT governance. Beyond these specific deliverables, ASCIOs are also tasked with building trusted relationships with their agency partners and promoting the values embedded within the modernization vision for Oregon—encompassing people, processes, and technology—and serving as a guide to agencies as they embark upon their journeys towards digital transformation. In collaboration with agency leadership and IT resources, ASCIOs will assist agencies in assembling plans and roadmaps related to:

- IT Governance
- IT Strategic Plans
- Transformation of Service Delivery
- Alignment to the enterprise, including EIS Framework, security, cloud, and data strategies
- Business Process Improvement

While some agencies have already embarked on their modernization journey—having made substantial progress—the ASCIOs are assisting agencies just beginning their modernization planning efforts.

## EIS Modernization Vision and Principles

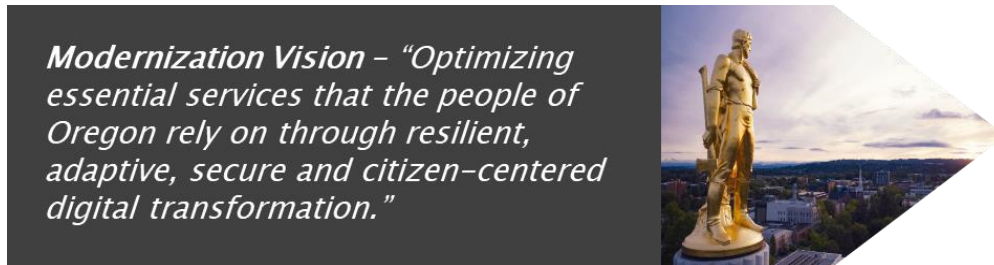
While modernization can be defined as a “*phased, incremental approach to the improvement of the application portfolio, sometimes driven through demand for new digital functions and sometimes to simplify and reduce risk,*” such a narrow definition tends to reinforce an IT-centric view of modernization.<sup>2</sup> Modernization is not simply about identifying discrete legacy systems to replace and digitizing or automating current business processes, rather it is an opportunity to fundamentally transform service delivery. It encompasses more than planning, assessment, and specific application migrations. It represents a change in culture, a new way of doing business, and a means to ensure alignment between business and IT leadership. In short, modernization is not an IT initiative, rather it is an opportunity to reimagine how the state delivers essential services to the people of Oregon. The modernization vision and principles that follow support the objectives outlined in the *Governor’s Action Plan for IT* and the *EIS*

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<sup>2</sup> Don Scheibenreif, Kristin Moyer, and Peter Aykens, “Four Definitions Make a Digital Business Strategy Business More Effective” (Gartner, May 11, 2018).

Strategic Framework 2020-2023, and 2023-2026—they embrace people, processes, and technology, and align agency modernization efforts with a common vision for digital transformation.

Figure 3. Modernization Guiding Principles



### Modernization – Guiding Principles



**Put People First.** Successful modernization starts and ends with people—the experience of people who rely on the essential services provided by the state of Oregon, the ability of state employees to effectively provide those services, and the ability of agency leadership to drive digital transformation.



**Aligned and Enabled.** Alignment with the EIS Vision for accessible, reliable and secure IT systems and between agency business and IT leadership will enable agencies to fulfill their mission and strategic objectives, while continuing to deliver the core services that the people of Oregon rely on.



**Data- and Privacy-Informed.** Modernization provides a unique opportunity to leverage data as a strategic asset across systems and programs, govern and manage that data throughout its lifecycle, enable data-driven decision-making and transparency by default, and critically evaluate whether the collection and storage of sensitive personal information is truly necessary.



**Secure by Design.** Secure by design embraces secure coding practices and the seamless integration of security policy and controls into the fabric of the IT system itself through the provisioning of cloud environments with embedded risk assessments and security governance.



**Agile and Continuous Improvement.** Digital transformation requires sustained investment in our people, the formation of empowered teams and embrace of agile practices, and a culture of continuous improvement encompassing people, processes and technology.

## Modernization Milestones

The ability of EIS and state agencies to realize the Governor’s vision for the modernization of state IT systems and improved service delivery starts with people. Consequently, the successful recruitment and retention of talent to fill the six ASCIO positions and provide the leadership within each policy area has been and remains a critical priority. The positions have had planned staggered hiring, unexpected turnover, and difficulty of recruiting IT

talent within the public sector (for IT leadership in particular).<sup>3</sup> These factors have caused some of the delays in completing deliverables of the ASCIOs and progress with agencies in strategic planning.

- *Administration and Business Services*, Cindy Burger
- *Education*, Gary Johnson
- *Healthy People*, Travis Miller (on rotation)
- *Natural Resources*, Dan Miller
- *Public Safety*, Scott Emry
- *Transportation and Economic Development*, Cecily Warren

## High-level Modernization Roadmap and Agency IT Strategic Plans

The high-level modernization roadmap below outlines the engagement, activities, and deliverables that will support the strategies and goals outlined in the *Governor's IT Action Plan* and the *EIS Strategic Framework 2020-2023, and 2023-26*; mainly, the development of agency IT Strategic Plans and consistent multi-year legacy system modernization plans for each policy area.

At a high level these activities and associated deliverables can be summarized as follows:

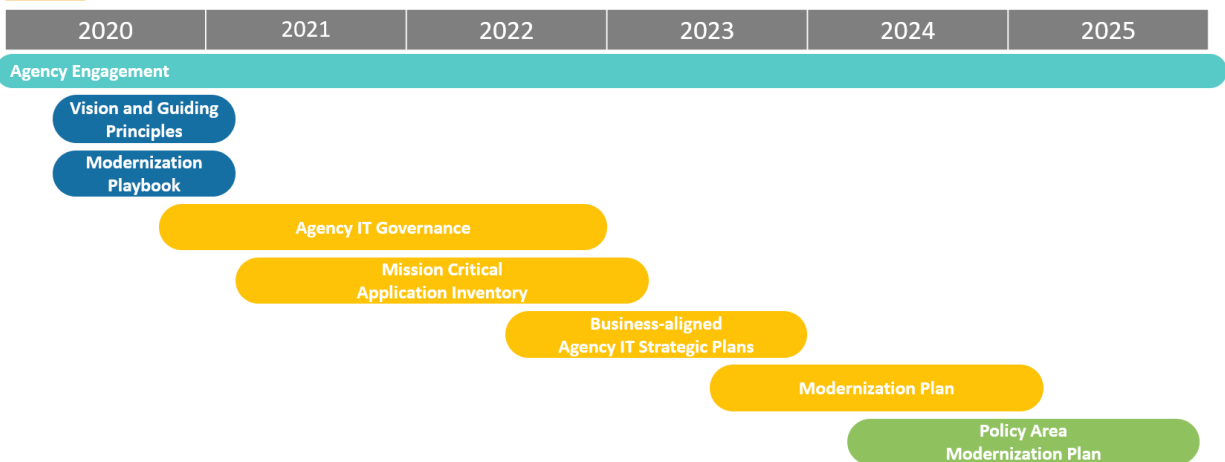
- *Agency Engagement*. Engage and partner with agency business and IT leadership to deliver on enterprise objectives. Attend meetings and facilitate check-ins that ensure progress on collaborative efforts.
- *Develop Modernization Guiding Principles, Definitions, and Standards*. Establish enterprise modernization principles and standards that will be used within individual agencies and across policy areas to ensure alignment with the modernization vision outlined above.
- *Modernization Playbook*. Develop a step-by-step guide for agencies in working towards the development of a Modernization Action Plan (MAP).
- *IT Strategic Plan Development*. Engage and partner with agency business and IT leadership to develop IT Strategic Plans.<sup>4</sup>
- *Agency IT Governance*. Engage and partner with agency business and IT leadership to establish and mature agency IT governance, develop agency IT investment guidance and templates, and ensure alignment between agency- and Enterprise IT governance.
- *Mission Critical Application Inventory*. Identify all existing applications (e.g., mission- or business-critical) that are essential to the survival of business within Oregon government.

### Figure 4. High-level Modernization Roadmap

<sup>3</sup> SB 5502 (2019) Budget Report – “Package 805, Assistant State CIO Positions. This package increases Other Funds expenditure limitation by \$1,240,296 and establishes six permanent full-time Assistant State CIO positions (3.78 FTE) to work on coordination and approval of Executive Branch information technology modernization plans. The positions are phased in over the course of the 2019-21 biennium with two starting October 1, 2019, two starting April 1, 2020, and the final two positions starting October 1, 2020.”

<sup>4</sup> IT Strategic Plan - Executive Branch agencies with less than 50 employees may incorporate the IT Strategic Plan within the Agency Strategic Plan given the lesser size and complexity of the organization.

# ASCIOs High-Level Modernization Roadmap



As ASCIOs engaged with agencies on IT Modernization planning, tools and resources were created to assist in the development of business aligned plans. The following is an example set of deliverables targeted to assist agencies:

- *IT Governance Guide* - A guide for establishing IT Governance in agencies; including templates for IT Governance Policy and associated business led IT Governance Committees.
- *Unified Application Inventory Tracking and Dashboard* - A mission critical application inventory tracker, to assist agencies with current state assessments and enterprise planning. A common tool unifies the collection and tracking of technical asset data.
- *IT Strategic Plan Template and Guide* – A guide for business-aligned IT Strategic Plans, that includes minimum components a full IT Strategic Plan should contain.
- *IT Strategic Plan Facilitation Guide* - A guide, with meeting agendas and activities, developed to allow agencies to work through, on their own, the development of an IT Strategic Plan.
- *Modernization Plan Workbook* - A step-by-step tool used to tie agency goals directly to legislatively tracked key performance measures through planned strategic technology investments that adjusts to the size and complexity of the organization.
- *Request for Proposal (RFP) Template for IT Strategic Planning facilitation and development* - A template RFP that agencies can use to secure professional services to assist in the development of business-driven long-term IT strategic planning.

## Agency IT Governance

While modernization and the maturation of enterprise and agency IT governance around technology investments are identified as separate objectives within the *EIS Strategic Framework 2020-2023, and 2023-2026*, and represent distinct sets of processes and activities, governance is foundational to and a prerequisite for successful modernization. Effective IT governance and project and portfolio management maturity enable the effective stewardship of IT resources and the prioritization of agency-specific and enterprise investment decisions based on alignment between business and IT, cost, return on investment, and risk.<sup>5</sup>

<sup>5</sup> Terrence Woods, “Strategic Framework 2020-2023, version 1.0” (State of Oregon: Enterprise Information Services (EIS), n.d.).



ASCIOs have partnered with the agencies in their respective policy areas to ensure that IT governance is in practice, including assessing the appropriate governance structure based on the business needs and size of the agency. In the case of smaller agencies, boards, or commissions, they may be advised to utilize their existing Executive leadership team, Commission or Board, rather than establishing a standalone body, given resource constraints. Larger and mid-sized agencies, however, are encouraged to establish formal IT governance, supported by a signed charter and an agency-wide policy directive.

Recognizing that agencies are starting at different places in their journey towards IT governance maturity, the ASCIOs are working to define the necessary or minimum attributes required to demonstrate formal IT governance in action, including:

- **Purpose.** The purpose of the Information Technology Governance Committee (IT Governance Committee) is to ensure the effective and efficient use of technology in enabling the agency to achieve its strategic goals within acceptable levels of risk. The Committee is tasked with and is accountable for ensuring that technology investments deliver business value and that expected benefits from new IT investments are fully realized.
- **Roles and Responsibilities.** The IT Governance Committee is responsible for the oversight and delivery of all IT investment decisions, including the overall strategic direction of the agency in terms of technology and business capability.
- **Best Practice.** It is recommended to utilize the principles of industry standards as it applies to governance and governance maturity assessment.

The ASCIOs continue to work with agency executive leadership to reinforce the need and demonstrate the value of IT Governance. As the level of engagement has progressed, ASCIOs strengthen the partnership with agency staff to support the charter and Committee, as well as further refine the process that assists the agency in prioritizing projects and assisting in effective use of agency resources that meet the agency business needs and strategic plans.

## Policy Area Updates<sup>6</sup>

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### Administrative and Business Services

The Administrative and Business Services policy area includes statewide elected officials, commissions, boards, and state agencies. This policy area provides policy direction and core services throughout state government, including:

- Guiding state operations and ensuring accountability of public officials and state agencies.
- Providing central support services for state agencies.
- Managing elections and tax collection activities.
- Managing retirement benefits for public employees.
- Working to increase diversity and eliminate barriers to equity in governance.
- Managing the state's financial investments.
- Protecting consumers and workers while supporting a positive business climate.

#### *Agencies*

- Bureau of Labor and Industry (BOLI)
- Department of Administrative Services (DAS)
- Department of Business and Consumer Services (DCBS)
- Department of Revenue (DOR)
- Public Employees Retirement System (PERS)

#### *Boards and Commissions*



- Board of Accountancy (BOA)
- Construction Contractors Board (CCB)
- Employment Relations Board (ERB)
- Oregon Advocacy Commissions Office (OACO)
- Oregon Board of Tax Practitioners (OBTP)
- Office of Public Records Advocate (PRA)

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<sup>6</sup> Agencies are listed based on assignment to the respective Assistant State Chief Information Officers

## Modernization Dashboard

	Agency Engagement	Agency IT Governance	Mission Critical App Inventory	IT Strategic Plan	Modernization Plan
BOLI	✓		✓	◆	
DAS	✓	◆	◆	◆	
DCBS	✓	✓	✓	◆	
DOR	✓	✓	✓		✓
OACO	✓		✓		
PERS	✓	✓	✓	✓	◆
BOA	✓		✓		
CCB	✓	◆	✓	◆	◆
ERB	✓		◆		
OBTP	✓	✓	✓		
PRA	✓		✓		

 Implementation complete  
 In progress

### Primary Topics of Engagement

- Establishing and maintaining executive and stakeholder relationships
- Agency application portfolio/inventory
- IT Governance
- Strategic planning
- Modernization planning
- Current state assessments
- Budget development
- Projects
- Enterprise alignment
- Enterprise initiatives
  - Microsoft Office 365
  - Cloud Strategy
  - Oregon Data Strategy
  - Workday Payroll
  - OregonBuys

### Notable Activities, Significant Accomplishments, and Progress

- Working with agencies to document system inventories.
- Supporting large modernization efforts in agencies.
- Actively engaged in advising agency leadership on modernization planning including areas of IT Governance and other forms of modernization planning.
- Dedication of agency time and investments in business and IT strategic planning efforts.

## *Risks, Issues, Challenges for 2024*

- Staff turnover, recruitment, and hiring.
- Lack of skilled project managers to lead modernization efforts.
- Extended timelines to procure goods and services.
- Balancing workload between maintenance and operations, enterprise initiatives, agency projects, new legislation, and modernization planning.
- Promoting a culture change that moves beyond a sole emphasis on internally created systems.
- Vendor management as a discipline.

## *Next Steps*

- Continue to meet with agency CIOs to guide modernization progress.
- Fully identify core applications for delivering business value for each agency.
- Collaborate with agency modernization projects that are in-flight.
- Assist agencies in creating Modernization Action Plans.
- Continue collaboration in the identified agency needs with all areas of EIS.
- Continue to look for opportunities for small boards and commissions.
- Initiate modernization planning with DCBS.

## Education

The value we place on education continues to be a marker of who we are as Oregonians. It is fundamental to transforming the lives of every Oregonian and breaking the cycle of intergenerational poverty.

### Agencies



- Oregon Department of Education (ODE)
- Higher Education Coordinating Commission (HECC)
- Department of Early Learning and Care (DELIC)
- State Library of Oregon (SLO)

### Boards and Commissions

- Teacher Standards and Practices Commission (TSPC)

## Modernization Dashboard

	Agency Engagement	Agency IT Governance	Mission Critical App Inventory	IT Strategic Plan	Modernization Plan
DELIC	✓	✓	◆		
HECC	✓	✓	✓	✓	✓
ODE	✓		◆		
SLO	✓	◆	◆		
TSPC	✓		◆		

 Implementation complete  
 In progress

## Primary Topics of Engagement

- Establishing/maintaining executive and stakeholder relationships
- IT Governance
- Strategic planning
- Modernization planning
- Current state assessments
- Budget development
- Key agency vacancies
- Enterprise initiatives
  - Microsoft Office 365
  - Cloud Strategy
  - Oregon Data Strategy
- Launching modernization projects

## Notable Activities, Significant Accomplishments, and Progress

- Agency engagement in areas of IT Governance and other forms of modernization planning initiated.
- Identified mission-critical applications and systems using the Gartner TIME analysis to commence modernization efforts.
- Delivery of agency modernization playbooks and templates.
- Diversity, equity, and inclusion efforts improving accessibility and multi-lingualism within systems.

- Initiation of the IT Implementation Program for the new DELC agency.
- Partnering in the recruitment and placement of key agency resources leading modernization.
- Dedication of agency time and investments in business and IT strategic planning efforts.
- Facilitated efforts to complete agency development of data inventories.
- Agencies within this area are predominantly focused on policy, data, granting, and licensing.
- CIO and Project Management Office Manager for ODE hired.

### *Risks, Issues, Challenges for 2024*

- Turnover and extended key openings at ODE directly impacting strategic planning progress.
- Qualifying and licensure of teachers due to pandemic impacts causing delayed pace of improving systems.
- Strategically planned modernization efforts at HECC challenged by unplanned delays.
- Fostering a cultural shift away from focusing only on internally developed systems.
- Improving skills and abilities related to developing technical specifications and contracting.
- Allocating resources to address critical IT needs without compromising educational outcomes.

### *Next Steps*

- Collaboratively aligning IT strategies with each agency's business partner objectives and desired outcomes, identifying core applications for delivering significant business value.
- Continued collaboration with agency modernization projects that are in-flight.
- Advancing the refinement of strategic plans and the refreshing of IT governance practices.
- Refresh Modernization Plan at HECC through the established IT Governance Committee.
- Contract and complete external IT strategic planning engagement at TSPC.
- Initiate modernization planning with ODE.
- Continued collaboration in the identified agency technology needs with all areas of EIS.

## Healthy People

The Healthy People policy area seeks to protect and promote the health and safety of all Oregonians. The agencies within this policy area regulate health-related professions, provide funding for services and programs including physical health, mental health and addiction treatment, public health programs, employment and family support services that promote self-sufficiency and economic stability, child protective services for abused or neglected children, and long-term care services for Oregon's seniors and people with physical, intellectual, and developmental disabilities.

### Agencies



- Long Term Care Ombudsman (LTCO)
- Mental Health Regulatory Agency (MHRA)
- Oregon Department of Human Services (ODHS)
- Oregon Health Authority (OHA)

### Boards and Commissions

- Board of Licensed Social Workers (BLSW)
- Board of Speech-Language Pathology & Audiology (BSPA)
- Oregon Board of Chiropractic Examiners (OBCE)
- Oregon Board of Dentistry (OBD)
- Oregon Board of Medical Imaging (OBMI)
- Oregon Board of Naturopathic Medicine (OBNM)
- Oregon Board of Pharmacy (OBOP)
- Oregon Commission for the Blind (OCB)
- Oregon Medical Board (OMB)
- Oregon Mortuary and Cemetery Board (OMCB)
- Oregon State Board of Nursing (OSBN)
- Occupational Therapy Licensing Board (OTLB)
- Oregon Veterinary Medical Examining Board (OVMEB)
- Psychiatric Security Review Board (PSRB)

## Modernization Dashboard

	Agency Engagement	Agency IT Governance	Mission Critical App Inventory	IT Strategic Plan	Modernization Plan
LTCO	✓		◆		
MHRA	✓		◆		
ODHS	✓	✓	◆	✓	◆
OHA	✓	✓	◆	✓	◆
BLSW	✓		◆		
BSPA	✓		◆		
OBCE	✓		◆		
OBD	✓		◆		
OBMI	✓		◆		
OBNM	✓		◆		
OBOP	✓		◆		
OCB	✓		◆		
OMB	✓		◆	✓	
OMCB	✓		◆		
OSBN	✓		◆		
OTLB	✓		◆		
OVMEB	✓		◆		
PSRB	✓		◆		

 Implementation complete  
 In progress

## Primary Topics of Engagement

- Establishing trusted relationships with Executive, Program, and IT Leadership.
- Promotion of human-centered design and evidence-based practices that “put people first”.
- Identifying cross-sector partnership opportunities with civic-tech non-profit organizations, e.g., Code for America’s, Safety Net Innovation Lab.
- Partnering with ODHS, OHA and our State Chief Data Officer (CDO) in working to establish the governance and legal foundations to support cross-agency integrated data systems and an enterprise data trust.
- Adoption and maturation of IT governance and project management best practices.
- Development of business-aligned IT strategies.
- Partnering with agencies to ensure they have critical IT Support Services.
- Migration planning for the modernization of legacy occupational licensing and case management systems.
- Ensuring enterprise alignment.
  - Alignment with EIS Strategies, Frameworks, and Guidance
  - Adherence to Statewide Technology Policies
  - Multifactor Authentication (MFA) Compliance



- Collection of Agency Application Portfolios
- Supporting enterprise initiatives
  - Implementation of Oregon’s Data Strategy, Version 2.0
  - Microsoft Office 365 deployment and end-user adoption
  - *Cloud Forward* and EIS Cloud Brokering Services

### *Notable Activities, Significant Accomplishments, and Progress*

- Continued maturation of division- and agency-level IT governance within ODHS and OHA, formation of a joint-governance board, and continuous modernization planning activities.
- Development of diversity, equity, and inclusion strategies at ODHS-OHA.
- Initiation of major cloud migration projects for both the Medicaid Management Information System (MMIS) and One Eligibility System.
- Development of a strategy and initial planning to support ODHS-OHA mainframe modernization.
- Development agency and business-aligned IT Strategic Plans.
- Development of a multi-agency strategy and initiation of a migration plan to move nine agencies from their legacy licensing application towards the cloud version over the next year.
- Onboarding several agencies to DAS IT support services.

### *Risks, Issues, Challenges for 2024*

- Absence of an enterprise PMO, digital services team, and development resources to support smaller boards and commissions both plan and execute their digital transformation initiatives.
- Recruitment and retention challenges for critical roles, including but not limited to business analysts, project managers, data professionals, and individuals experienced with cloud-enablement and low-/no-code development.
- Staffing and financial constraints for smaller agencies, boards, and commissions that rely on Other Funds and fee- or licensing-generated revenue.
- Continued and extended delays related to IT procurement.
- Resource contention both within the IT organization and program areas related to agency and statewide priorities and the affected legacy systems.
- Continued reliance on predictive, ad hoc, and non-agile approaches to project delivery.

### *Next Steps*

- Continued maturation and streamlining of ODHS-OHA IT program- agency, and joint-agency-governance.
- Acceleration of cloud migration and mainframe modernization at ODHS-OHA.
- Completion of the licensing migration to cloud service for the nine affected agencies.
- Identification civic-tech engagement opportunities that model agile and human-centered approaches.
- Promoting the adoption of agile practices through the EIS Agile Oversight Initiative.

## Natural Resources

Oregon offers a wealth of natural resources that sustain people, animals, agriculture, fish and wildlife habitats, and our economy. The Natural Resources policy area encompasses the work of 20 natural resource agencies, boards, and commissions across more than 30 programs. These agencies manage Oregon's air, water, land, and wildlife resources to support a healthy environment that provides for present and future generations.

### Agencies

- Department of Environmental Quality (DEQ)
- Department of Land Conservation and Development (DLCD)
- Oregon Department of Agriculture (ODA)
- Oregon Department of Energy (ODOE)
- Department of Geology and Mineral Industries (DOGAMI)
- Department of State Lands (DSL)
- Land Use Board of Appeals (LUBA)
- Oregon Department of Forestry (ODF)
- Oregon Department of Fish and Wildlife (ODFW)
- Oregon Parks and Recreation Department (OPRD)
- Water Resources Department (WRD)

### Boards and Commissions

- Public Utility Commission (PUC)
- Oregon State Marine Board (OSMB)
- Oregon Watershed Enhancement Board (OWEB)
- Columbia River Gorge Commission (CRGC)

## Modernization Dashboard

	Agency Engagement	Agency IT Governance	Mission Critical App Inventory	IT Strategic Plan	Modernization Plan
DEQ	✓	✓	✓	◆	
DLCD	✓	◆	✓	◆	
ODA	✓		✓	◆	
ODOE	✓	✓	✓	◆	
DOGAMI	✓	✓	✓		
DSL	✓	✓	✓	◆	
LUBA	✓		✓		
PUC	✓		✓	◆	
ODF	✓	✓	✓	◆	
ODFW	✓	✓	✓	◆	
OPRD	✓	◆	✓	◆	◆
OSMB	✓	✓	✓		
OWEB	✓		✓		
WRD	✓	◆	✓	◆	
CRGC	✓		✓		

✓ Implementation complete

◆ In progress

### Primary Topics of Engagement

- Learning and understanding business services for each agency
- Establishing executive and stakeholder relationships
- IT Governance
- Strategic planning
- Modernization planning
- Current state assessments
- Budget development
- Enterprise Alignment
- Enterprise initiatives
  - Microsoft Office 365
  - Cloud Strategy
  - Oregon Data Strategy
  - Mobile Device Management
- Projects and operations

### Notable Activities, Significant Accomplishments, and Progress

- Established initial IT Governance bodies with three agencies.
- Facilitated discussions and move of one CIO to the agency executive team.

- Maintained relationships with agency leadership.
- Maintained relationships with CIOs/IT Leaders.
- Actively engaged in advising agency leadership on modernization planning including areas of IT Governance and other forms of modernization planning.
- Relationship building with agency directors, programs, and technology leadership.
- Established an understanding and began the building of IT Governance (policy, charter, and implementation) with three of the remaining agencies without IT Governance.
- Advising in all aspects of best practices of modernization projects.

### *Risks, Issues, Challenges for 2024*

- CIOs/IT Leaders are not part of the agency strategic discussion.
- Other Funds, or self-funded agencies have difficulties with funding IT initiatives.
- IT budget visibility by agency CIO.
- Length of time for Procurement.
- Lack of skilled Project Managers and Business Analysts, and other key project resources, to support project and/or modernization efforts.
- Recruitment challenges.
- Resource constraints.
- Capacity management, both technical and business resources.
- CIO turnover and succession planning.

### *Next Steps*

- Continue working with agencies on IT governance plans.
- Continue to gather data on mission-critical applications using updated application inventory template.
- Gather IT asset inventories.
- Work on agency incident response plans.
- Support development of agency IT Strategic Plans, and modernization plans.
- Continued collaboration with all areas of EIS.
- Assist in communications and issues resolution of enterprise projects and initiatives that affect agency IT resources.

## Public Safety

The agencies within the Public Safety policy area play a pivotal role in safeguarding the well-being of Oregonians, protecting their lives, property, and natural resources. Their multifaceted responsibilities encompass maintaining a highly skilled militia, delivering exemplary law enforcement services, prosecuting criminal activities with diligence, and overseeing the incarceration of both juvenile and adult offenders, and the establishment of exacting standards for police and fire training. These agencies are dedicated to upholding the highest standards of public safety, fostering a secure environment for all. In addition to their core functions, they also actively pursue objectives such as providing legal representation for state agencies and championing consumer protection initiatives, further fortifying their commitment to the overall welfare of the community.

### Agencies

- Department of Corrections (DOC)
- Department of Justice (DOJ)
- Department of Public Safety Standards & Training (DPSST)
- Oregon Department of Emergency Management (ODEM)
- Oregon Military Department (OMD)
- Oregon Public Defense Services (OPDS)<sup>7</sup>
- Oregon State Fire Marshall (OSFM)
- Oregon State Police (OSP)
- Oregon Youth Authority (OYA)

### Boards and Commissions



- Board of Parole Post-Prison Supervision (OBPPS)
- Criminal Justice Commission (CJC)
- Oregon Government Ethics Commission (OGEC)
- Oregon Liquor and Cannabis Commission (OLCC)
- Oregon Racing Commission (ORC)

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<sup>7</sup> Oregon Public Defense Services by way of Senate Bill 337 is transitioning to the Executive Branch

## Modernization Dashboard

	Agency Engagement	Agency IT Governance	Mission Critical App Inventory	IT Strategic Plan	Modernization Plan
BOPPS	✓		✓	✓	
DOC	✓	✓	✓	✓	
DOJ	✓	✓	✓	✓	
DPSST	✓	✓	✓	✓	
ODEM	✓				
OPDS	✓				
OMD	✓	◆	◆	✓	
OSFM	✓			✓	
OSP	✓	✓	✓	✓	
OYA	✓	✓	✓	✓	
CJC	✓	◆	◆		
OGEC	✓				
OLCC	✓	◆	✓	◆	
ORC	✓	✓	✓	✓	

 Implementation complete  
 In progress

## Primary Topics of Engagement

- Agency business-critical services and expected outcomes
- Mission Critical IT application portfolio assessment
- IT investment governance
- IT strategic planning development
- Current state assessments
- Budget, staffing, and current technology organizational posture
- Monitoring critical agency projects with high priority and visibility
- Enterprise Alignment
  - Cloud Strategy
  - Multifactor Authentication
  - EIS Cloud Brokering Services
- Enterprise initiatives
  - Microsoft Office 365
  - Open Data Strategy
  - Mobile Device Management

## Notable Activities, Significant Accomplishments, and Progress

- Continued maturing of IT Governance Committees (ITGC) in multiple public safety agencies.

- Assisted multiple agency executives with Chief Information Officer recruitments and mentoring.
- Successful separation of the new Oregon State Fire Marshall agency from Oregon State Police.
- Stabilization of IT Operations during executive transition at Oregon Liquor and Cannabis Commission.
- Facilitated agency-wide workshops on IT Strategic Plan development.

### *Risks, Issues, Challenges for 2024*

- Agencies affiliated with Other Funds face resource shortages for system replacements or data security measures.
- Scarcity of skilled Project Managers and Business Analysts, and other key project resources, to support project and/or modernization efforts for smaller boards and commissions.
- Turnover of agency Chief Information Officer positions and low pool of qualified IT leaders.
- Technical Staff progression planning and recruitment challenges of speciality skills.
- Limited foresight of technical architecture with long-term consequences in agency projects.
- Extended procurement lead times tied to the current technical contract development process.
- Agencies facing challenges in adopting cloud-based systems and services.

### **Next Steps**

- Engage remaining small exempt agencies in starting IT strategic planning.
- Conduct public safety round table discussions to develop policy area-wide initiatives.
- Building on agency's IT Strategic Plan work to develop Modernization Action Plans.
- Assess mission critical assets for opportunities related to economies of scale.
- Alignment of Oregon Department of Emergency Management with Statewide Interoperability efforts.
- Assist agencies consulting on IT leadership progression planning and training opportunities.

## Transportation and Economic Development

The Transportation policy area includes two agencies: the Department of Transportation and the Department of Aviation. Every region of Oregon relies on transportation to assure economic growth and improve Oregon’s quality of life. Quality airports, roads, bridges, and highways help keep Oregon's economy strong.

Agencies in the Economic and Community Development policy area aid Oregonians by partnering with and investing in communities and businesses throughout the state. Economic development activities include job creation, placement, retention services, business recruitment and assistance, and workforce assistance and training.



Agencies in this program area administer housing and infrastructure financing programs and provide technical assistance to individuals, businesses, and communities. Oregon’s vision is to support a diverse, dynamic, and sustainable economy as well as vibrant communities throughout the state that drives job creation and prosperity for all. State government agencies partner with the private sector, local governments, and non-profits to grow a vibrant and innovative economy based on Oregon values.

### Agencies

- Oregon Department of Transportation (ODOT)
- Oregon Department of Aviation (ODAV)
- Oregon Employment Department (OED)
- Oregon Housing and Community Services (OHCS)
- Oregon Department of Veterans’ Affairs (ODVA)
- Oregon Business Development Department (OBDD) operating as “Business Oregon”
- Oregon Real Estate Agency (OREA)

### Modernization Dashboard

	Agency Engagement	Agency IT Governance	Mission Critical App Inventory	IT Strategic Plan	Modernization Plan
ODOT	✓	✓	✓	◆	◆
ODAV	✓	✓	✓	✓	
OED	✓	✓	✓	◆	✓
OHCS	✓	◆	✓	◆	
ODVA	✓	◆	✓	✓	◆
OBDD	✓	✓	✓	✓	✓
OREA	✓	✓	✓	✓	✓

 Implementation complete  
 In progress

### Primary Topics of Engagement

- Agency application portfolio/inventory
- IT strategic planning
- Modernization planning
- Budget development
- Staffing plans
- Projects and operations



- IT Governance
- Data Governance
- Enterprise alignment

### *Notable Activities, Significant Accomplishments, and Progress*

- Worked with agencies on development of IT Strategic Plans.
- Support large modernization efforts in agencies.
- Development of templates and guides in IT strategic planning.
- Advising on all aspects of IT Operations including standards, staffing, and budget.
- Monitoring and guiding high priority and high-profile agency projects.
- Connecting with agency CIOs, business leaders to understand business and issues in the agency.
- Strategizing on Mainframe modernization planning.
- Initiating work on data maturity in agencies.

### *Risks, Issues, Challenges for 2024*

- New programs and initiatives for agencies to implement, while managing operations.
- Limited resources and hiring challenges.
- Skilled resources to support programs and new technologies.
- IT organization – what are the skills and makeup of the IT organization for supporting the agency.
- Governance of new technologies.
- Biennial budget cycles provide limited opportunities for hiring staff, or augmenting staff when mid-biennium needs arise.
- Length of time for Procurement.
- Oversight – project costs are rising, creating more projects requiring oversight. Changing Oversight staff causes delays in project review.
- Independent Quality Management Services costs are rising.
- Small to mid-sized agencies need resources to mature their data governance.
- Mainframe and mid-range applications are losing supporting resources.

### *Next Steps*

- Continue to gather data on mission-critical applications.
- Work on agency application priorities for disaster recovery.
- Gather IT asset inventories per updated policy.
- Support development of agency modernization plans.
- Strategize Mainframe modernization among agencies.
- Strategize on planning enterprise resources in project management and business analysis.
- Mature agency IT Governance.
- Mature agency data maturity.
- Assist in communications and issues resolution of enterprise projects and initiatives that affect agency IT resources.
- Design data project oversight.
- Participate in the data community.

## Appendix A. Active Projects by Policy Area and Agency

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Information on the active information technology projects currently under Enterprise Information Services oversight can be found in the following locations by clicking on the links:

[All Active Projects by Policy Area and Agency Dashboard](#)

[Open Data - Enterprise Information Services IT Project Portfolio](#)

Projects are not included in this listing if the level of oversight has not yet been determined. Please note that data contained online and, in the dashboard, is reflective of data entered by the agency into the state Project Portfolio Management tool. Furthermore, the budget figures provided reflect agency reporting data, which may not be available for all projects; particularly, for projects that are still in the planning phase.